

# Making Change Stick:

## Adoption, People and AI

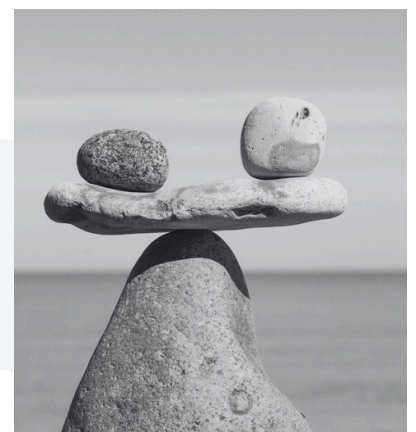
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## Why Adoption Often Fails

Many transformation programmes focus on what is changing: the new system, policy or process, and pay too little attention to the context that surrounds the change. People are often expected to adopt new tools while still being measured and rewarded for the old ways of working, which naturally draws them back to familiar habits. Real adoption depends on shifting the wider system that shapes behaviour. That means redefining success, aligning incentives and communicating consistently about what truly matters. When those surrounding conditions evolve, lasting change becomes possible.

## Seeing the Whole System

Sustainable change rarely comes from technology or process alone. It relies on culture, structure and behaviour moving together in alignment. When your culture is strong but processes are unclear, good intentions can fade. When processes are well designed but culture is ignored, resistance often quietly grows. The organisations that succeed are those that build on what already works in their culture. They use their collaborative spirit, curiosity and appetite for improvement as sources of momentum rather than as obstacles to overcome.



# Look Beyond the Tool

Another way to work through resistance to new systems or processes, which is in fact 'persistence' for the familiar, is to double down on getting the voice of your customer – in this case the people using the system – really understanding what their habits are, and where their potential workarounds might emerge. This way we can build meaningful and appropriate guardrails to stop people reverting to existing or old way, which is what we all do under pressure.

Secondly, try to over-index on business readiness planning and activity, and do this forensically. Likewise deepen your hypercare so that it is not just trouble shooting but as critical triaging or early difficulties or blockers. Once work arounds are found to be faster, they will stick.

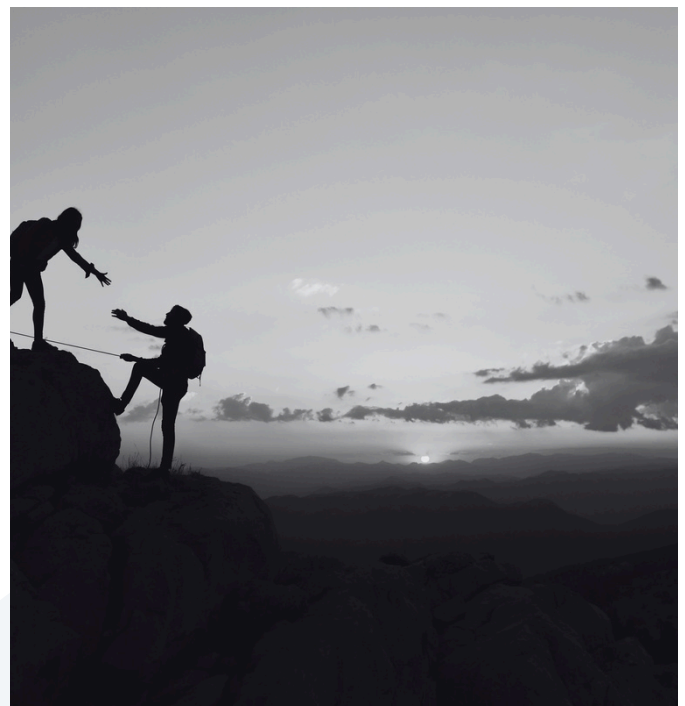
## The Human Accelerator

Psychological safety remains one of the strongest predictors of whether transformation succeeds. When people feel safe to question decisions or admit uncertainty, problems are uncovered early and learning accelerates. At BP, Rio Tinto and Shell, for example, sophisticated technical systems perform best when people feel confident enough to challenge and improve them. [You can read more about this here](#). Leaders who show openness and self-awareness create trust that keeps transformation moving forward. Psychological safety is not a soft idea; it is a practical foundation for performance.

## Using AI to Support Adoption

AI can play a valuable role in helping change take hold when it is used to remove effort rather than replace human judgement. It can automate elements of training, communications and knowledge sharing, which gives people more time to focus on meaning, conversation and connection.

A word of warning though, in our work with large organisations, we find that adoption can be accelerated and deepened when AI is used to enhance human capability and confidence rather than to pursue efficiency alone. [The strongest models are those in which people and technology work together and learn from each other.](#)



# Learning Faster, Planning Lighter

In a world where technology changes faster than most organisations can plan for, the ability to learn quickly becomes more important than the ability to plan perfectly. Successful adoption is built on experimentation and reflection rather than rigid planning.

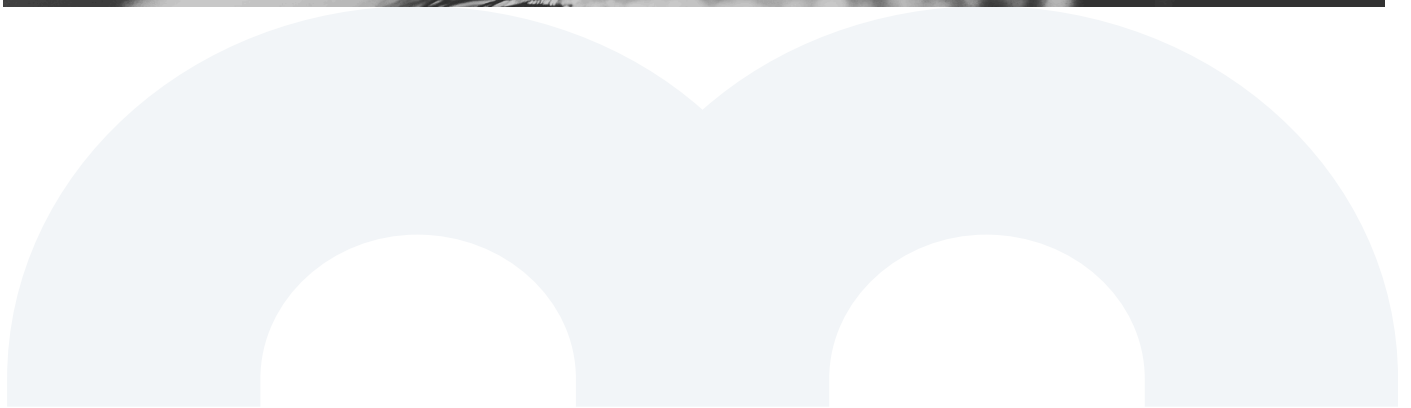
One client launched a “100 use cases in 100 days” challenge that turned scepticism into curiosity and ultimately pride when building adoption of AI tools within their business processes. When teams are encouraged to experiment safely, from where the work is happening, and share lessons and adapt in real time, progress becomes steady and self-sustaining.

## Staying Human in the Loop

Technology will continue to evolve, but people still need purpose, safety and connection to feel part of something meaningful. Adoption is not only about compliance with new systems or processes; it is about belonging. When people can recognise themselves in the new version of the organisation, they bring their own energy and ownership to the change. This is what turns transformation from an instruction into a shared journey.

## Closing Reflection

Transformation is always both technical and human. What often looks like resistance is usually an effort to protect something that matters. When leaders take the time to understand what people value and start building from that point, change becomes easier to live with and far more likely to last.



# Five Practical Ways to Make Change Stick

## 1. Start with the system, not the tool:

Before rolling out anything new, identify what in the wider environment reinforces the old behaviour. Review how people are measured, what stories are celebrated and which habits leaders demonstrate. Unless those signals change, adoption will struggle.

## 2. Design adoption as a learning process:

Treat transformation as a continuous cycle of small experiments. Create space for testing and reflection and encourage teams to share lessons openly. The more people learn together, the faster confidence builds.

## 3. Build psychological safety into delivery:

Make space for honest conversation. Encourage leaders to share their own mistakes and what they learned from them. When people feel safe to raise issues early, change moves with far less friction.

## 4. Use AI to create headroom, not more noise:

Let AI handle repetitive tasks such as producing communications or training materials. Free your people to focus on connection, problem-solving and meaning, which are the elements that drive true adoption.

## 5. Keep purpose visible and personal:

Ensure every change connects clearly to why it matters, both for the organisation and for individuals. When people see themselves in the story of change, they will move towards it with energy rather than resistance.

## Thank you for joining us.

To continue the conversation or explore how Muuto helps organisations embed change that endures, contact [helen.kewell@muuto.co.uk](mailto:helen.kewell@muuto.co.uk) or visit [www.muuto.co.uk](http://www.muuto.co.uk).

